DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

SALARIES AND EXPENSES, HOUSING AND URBAN DEVELOPMENT

BUDGET ACTIVITY 12: FIELD POLICY AND MANAGEMENT

SCOPE OF ACTIVITY

The Field Policy and Management (FPM) activity provides management oversight to Regional and Field Office Directors, communicates Secretarial priorities and policies to the field, ensures the effective pursuit of Secretarial Initiatives and special projects, and other management and administrative functions.

The attached charts display detailed staffing and workload estimates based on the Resource Estimation and Allocation Process (REAP) baseline data.

WORKLOAD

The Assistant Deputy Secretary for Field Policy and Management manages the operations of FPM to advance the strategic goals of the Department. Through the Regional and Field Office Directors, the Assistant Deputy Secretary establishes management priorities for front office field operations and coordinates Secretarial initiatives to ensure effective use of resources for maximum positive impact. In addition, the Office is tasked with developing mechanisms which: ensure that critical field program delivery issues are addressed; assess program impacts and customer service at the local level; and provide operational feedback designed to constructively influence program design and Departmental policy making.

Fiscal year 2003 represents the first full year of operation following the field realignment which was completed half-way through fiscal year 2002. The Assistant Deputy Secretary for Field Policy and Management has direct supervision of the Regional Directors who, in turn, have direct supervision over the field offices. This change has greatly improved oversight of the field and simplified budget and administrative functions of the office. Based on the Department's Resource Allocation Estimation Process (REAP), the Headquarters office requires a staffing allocation of 25 FTEs. The field offices require a staffing allocation of 531 FTEs.

The Regional Directors and Field Office Directors are the "operational managers" in each of the field offices. Regional and Field Office Directors ensure that limited staff and other resources are used to maximum effect to accomplish Departmental priorities and that the component parts of each field office effectively function as a common enterprise in achieving Departmental goals, both to serve our customers well and use resources efficiently.

TRAVEL

The table below identifies travel requirements unique to this activity.

	ACTUAL 2002	ESTIMATE 2003	ESTIMATE 2004	INCREASE + DECREASE - 2004 vs 2003	
		(Dollars in			
Travel (HQ)	\$315	\$305	\$305		
Travel (Field)	909	812	869	+57	
Total	1,224	1,117	1,174	+57	

The implementation of the Department's six strategic goals through Management Plans will require the Regional and Field Office Directors to travel to various locations to meet with the Department's customers, governmental entities, and civic organizations to advance activities and initiatives associated with the mission of the Department. A small decrease to the fiscal year 2002 level is being proposed for fiscal year 2003. However, an increase of \$57 thousand is proposed for fiscal year 2004. During the redeployment in 2002, much travel was curtailed while Field Office Director jobs were being merit staffed. Travel was limited to essential events and activities. As field management staff adjust to their new positions and establish a level of confidence with the Regional Directors, field travel will increase. Although a number of FPM staff were redeployed to various program areas, fully one third of them were not travelers; they were support staff.

CONTRACTS

				INCREASE +
	ACTUAL	ESTIMATE	ESTIMATE	DECREASE -
	2002	2003	2004	2004 vs 2003
		(Dollars in	Thousands)	
General Support	\$1			
Total	1	• • • •	• • • •	• • • •

The Assistant Deputy Secretary for Field Policy and Management has direct responsibility for the Dispute Management process for the immediate office as well as the field. This includes EEO complaints, grievances and alternative dispute resolution, as appropriate. Formal hearings and depositions require verbatim transcripts of the sessions. These are provided by formal court reporting companies with whom the Department must contract. In like matters, it is necessary to obtain copies of the transcripts. From time-to-time during the year the office also must contract for such services as meeting room space and supporting equipment such as audio/visual. Meetings are held on a recurring basis with senior field management staff. Funds also must support small contracts for such things as plaques and other award/recognition items which are presented to field staff for extraordinary service for special accomplishments and occasions.

FTE/OBJECT CLASS	ACTUAL 2002	ESTIMATE 2003	ESTIMATE 2004
FTE			
Headquarters	11	25	25
Field	640	531	531
Total FTE	651	556	556
S&E Cost (Dollars in Thousands)			
Personal Services	\$57,496	\$50,627	\$51,994
Travel	1,224	1,117	1,174
Printing	2	2	2
Other Services	1		
Supplies	15	5	5
Total S&E Cost	\$58,739	\$51,751	\$53 , 175

Detail of Field Policy and Mangement Staff Requirements

FTE

	Actual	2002	Estimate 2003	Estimate 2004	Increase + Decrease - 2004 vs 2003
Headquarters	11.3		24.7	24.7	0.0
Field	640.0	<u>)</u>	<u>531.0</u>	<u>531.0</u>	0.0
Total	651.3	3	555.7	555.7	0.0

Summary of Field Policy and Mangement Staff Requirements

	Actual 2002	Estimate 2003	Estimate 2004	Increase + Decrease - 2004 vs 2003
Headquarters Employment				
Headquarters Offices	<u>11.3</u>	<u>24.7</u>	<u>24.7</u>	<u>0.0</u>
Subtotal	11.3	24.7	24.7	0.0
Field Employment FieldOffices - Management Subtotal	640.0 640.0	<u>531.0</u> 531.0	<u>531.0</u> 531.0	<u>0.0</u> 0.0
Total FPM	651.3	555.7	555.7	0.0

Detail of Field Policy and Mangement Staff Requirements

		Fiscal Year 2002 Fiscal Year 2003				Fiscal Year 2004						
Workload Guideline	Workload Indicator	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE
Perform FPM Management/Operations Perform Administrative Support to FPM/Field Offices	NA Number of Staff		 7.50	6.0				15.0 3.7		 531		15.0 3.7
Provide Support and Guidance to Headquarters/Field	Supported Number of Field Offices Supported	80	7.50	2.3 3.0 11.3		80	157.00	6.0 24.7		80	157.00	6.0 24.7
Perform Program Management/ Operations	NA			93.0				93.0				93.0
Perform Administrative/Planning and Support/Special Initiatives	NA			524.0				415.0				415.0
Perform Public Relations/Web Master Duties	NA			23.0				23.0				<u>23.0</u>
				640.0				531.0				531.0
Total FPM				651.3				555.7				555.7

Salaries And Expenses, Housing And Urban Development Budget Activity 12: Field Policy and Management

HEADQUARTERS EMPLOYMENT

EXPLANATION OF CHANGES FROM 2003 BUDGET ESTIMATE TO 2004 ESTIMATE

No changes are proposed from the fiscal year 2003 current estimate to the fiscal year 2004 estimate.

FIELD EMPLOYMENT

EXPLANATION OF CHANGES FROM 2002 BUDGET ACTUAL TO 2003 ESTIMATE

There is a decrease of 95 FTEs from fiscal year 2002 actuals compared to fiscal year 2003 estimates. This is due to realignments of personnel into other program areas and the dissolution of positions determined to be no longer necessary to carrying out the mission of FPM.